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CITY OF RIVERSIDE

PUBLIC SERVICE DEPARTMENT

Street Maintenance Division

Sewerage Systems Division

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WORK MANAGEMENT SYSTEM

USERS MANUAL

Publ. works Maint. Riverside
Labor prod. Civil employees
" " Riverside
Admin. Methods work measurement
Motion study Riverside

Prepared for the Public Service Department

by the

Methods and Standards Section

Public Utilities Department

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WORK MANAGEMENT SYSTEM	SECTION: B. USERS MANUAL
SUBJECT: SYSTEM DESCRIPTION	NUMBER: I

SYSTEM DESCRIPTION

The Public Service Work Management System will provide reports, on a bi-weekly and monthly schedule, to the Management of the Public Service Department, the Street Maintenance Division, and the Sewerage Systems Division.

The reports will furnish management with the necessary information to develop performance levels by crew; work category; and division. This performance evaluation can then be used in conjunction with work input demands, also furnished by the system, and a proper manpower/equipment level can be developed and maintained.

The acquisition and maintenance of job cost by specific work activity will also be provided by the system. This cost will be presented as a total by each activity and also as a variable unit cost within that activity. For example: The variable unit cost for overlay preparation will be presented in total and also as an average cost per square foot.

The system will establish a standardized procedure for the flow of all necessary information and the detailed responsibilities for all personnel. At the heart of the system are the Maintenance Work Order (Form No. 311-41) and the Daily Route Record (Form No. 311-42). It is through these documents that work will be described, assigned, and documented for an historical file.

The documents will also provide the quantity and type of all materials used on each assigned task.

SUBJECT:


SYSTEM DESCRIPTION

NUMBER:

I (Continued)

The descriptive information from each work order/route record, the materials listed, and the standard hours assigned to each task will be entered into the City's Burroughs B3500 computer. The computer will match these inputs with information provided on the employee time cards, the equipment time reports, and material requisitions. This data will then appear on the various management reports.

For further descriptions of these reports, see Number VI of this manual.



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WORK MANAGEMENT SYSTEM	SECTION: B. USERS MANUAL
SUBJECT: STATEMENT OF RESPONSIBILITY	NUMBER: II

TRANSCRIBING TASK INFORMATION ON SOURCE DOCUMENTS:

SUPERVISORS, FOREMEN (DESIGNATED REPRESENTATIVES):

Responsible for the acquisition of complete and accurate information for each specific task to be assigned. The source of these tasks will be the Department Work Request, Citizen Complaints, Job Schedules, and higher departmental authority. This accurate information will be transcribed, by the responsible party, on the Work Request, or, if it is more convenient, directly on the Maintenance Work Order. This accurate information shall consist of a description of the task to be performed, the job location, the dimensions (if appropriate) of the repair/installation, and the type of materials to be used. Additional information that may be included are the date the task is to be initiated, who is to perform the task, any specific equipment required, and any special instructions.

If the work order is to be a billable, sufficient information to bill the responsible party must be included. For Example:

Person/Department to be Billed

Billing Address

Whom Damage Caused By/Date of Incident

METHODS AND STANDARDS TECHNICIAN:

Responsible for entering all the necessary information on the Work Order/Route Record. All of the information entered shall be accurate and understandable. If there is any doubt as to the accuracy of the information supplied, the Technician shall verify the information before it is placed on the Work Order/Route Record.

WORK MANAGEMENT SYSTEM	SECTION: B. USERS MANUAL
SUBJECT: STATEMENT OF RESPONSIBILITY	NUMBER: II (Continued)

The technician shall compute the standard hours allowed for the task as described and enter that information and the job description on the computer input "New Open Work Order" Form No. 311-37).

The necessary information that shall be entered on the Work Order/Route Record are:

Work Location

Work Description

Task Dimensions (if applicable)

Assigned Crew Number

Date Due (if applicable)

Foreman

Account Coding Instructions (From Account Manual)

Billing Information (if applicable)

The technician is responsible for entering any adjustments to the standard allowance hours, and the description of any and all additional work performed on the "Open Work Order Adjustment" (Form No. 311-38) computer input document.

The technician is responsible for entering all problem/delay descriptions on the computer input "Closed Work Order Finders" (Form No. 311-40) upon the completion of each Work Order/Route Record. He shall also enter the completion date of the assigned task and the crew number.

The calculating and transcribing of material cost information and the units of production (i.e. Square Feet; Cubic Yards: Etc.) are the responsibility of the technician. This information shall be accurately entered on the computer input form "Material/Production Unit Input" (Form No. 311-43).

WORK MANAGEMENT SYSTEM	SECTION: B. USERS MANUAL
SUBJECT: STATEMENT OF RESPONSIBILITY	NUMBER: II (Continued)

FOREMAN - LEADMAN - CREW LEADER:

Responsible for the filling out of each assigned employee's time card as directed by the Work Order/Route Record and/or the Account Manual. The time charges shall be accurately entered to the nearest 1/10 hour spent completing the assigned task and they shall be legible.

Responsible for charging the time, to the nearest 1/10 hour, for all equipment used to complete the assigned task. This information, along with account code instructions furnished on the Work Order/Route Record and the Account Manual, shall be entered on the Equipment Time Report (Form No. 910-2 R3). These entries shall be accurate and legible.

Responsible for accurately filling in the completion portion of the Work Order/Route Record. He shall note all problems/delays encountered in performing the assigned tasks. He shall explain all deviations from the assigned task, such as extra work completed or some portion of the task not completed. When the Work Order/Route Record is complete, he shall sign and date it in the spaces provided.

Responsible for notifying the Methods Section of all of the materials used in completing the assigned task. He shall enter the quantity of material used, the unit measure of material (i.e. ton; yard; block; etc.), and a brief description of the material.

SUPERINTENDENT - SUPERVISOR:

Responsible that all the information required, as outlined in this manual, be entered in an accurate and legible manner on all source documents.

WORK MANAGEMENT SYSTEM	SECTION: B. USERS MANUAL
SUBJECT: STATEMENT OF RESPONSIBILITY	NUMBER: II (Continued)

COLLECTING AND BATCHING SOURCE DOCUMENT INPUTS:

FOREMEN - LEADMEN:

Responsible for the collection of all completed Work Order/Route Records, all time cards, and all equipment time reports at the end of each working day. After auditing these documents, they shall turn the completed Work Orders/Route Records over to the Methods and Standards Section. The time cards and equipment time reports shall be turned in to the Account Clerk (Administration) at the end of each working day.

ACCOUNT CLERK (ADMINISTRATION):

Responsible for the collection and auditing of all time cards and equipment time reports. These documents are to be forwarded to the Finance Department on a daily basis.

METHODS AND STANDARDS TECHNICIAN:

Responsible for the transmission of all system computer inputs.
These are:

Material/Production Unit Input (Form No. 311-43)

New Open Work Order (Form No. 311-37)

Open Work Order Adjustments (Form No. 311-38)

Closed Work Order Finders (Form No. 311-40)

These documents are to be sent to Data Processing at the close of each bi-weekly pay period.

DATA PROCESSING DIVISION:

Data Processing is responsible for processing all input documents and the generation of the following reports:

WORK MANAGEMENT SYSTEM

SECTION: B. USERS MANUAL

SUBJECT: STATEMENT OF RESPONSIBILITY

NUMBER: II (Continued)

DATA PROCESSING DIVISION (Continued)

Public Service New Open Work Order Listing (MC34A)

Public Service Labor Exception Listing (MC36A)

Public Service Closed Work Order Report (MC37A)

Public Service Open Work Order Report (MC38A)

Public Service Job Cost - Year-to-Date - Report (AC23-M)

ANALYSIS OF REPORTS:

METHODS TECHNICIAN:

Responsible for the analysis of all work management reports (MC Series). All labor exceptions will be accounted for and transferred either to the current closed report by hand entry or to the open report (if applicable) by filling out an "Open Work Order Adjustment" Form No. 311-38)

All performance data will be summarized from the closed report and graphed. This data will be forwarded to division and department management for their analysis.

ADMINISTRATIVE ASSISTANT:

Will analyse and maintain the Job Cost Year-to-Date Report (AC23A-M)

WORK MANAGEMENT SYSTEM	SECTION: B. USERS MANUAL
SUBJECT: PROCEDURES	NUMBER: III

MAINTENANCE WORK ORDER

RESPONSIBILITY	ACTION
OFFICE STAFF	1. Receives report of sub-standard condition or a work request.
	2. Notifies supervisor/foreman of the problem/work request.
SUPERVISOR/FOREMAN	3. Reviews work request.
	4. Inspects job site (if necessary).
	5. Sets job priority, crew size, and equipment and materials required.
	6. Notifies Methods and Standards of the work request.
METHODS TECHNICIAN	7. Fills out Maintenance Work Order (Form No. 311-41) by entering:
	a. Service address.
	b. Nearest cross street.
	c. Nature of emergency and the name of person reporting emergency.
	d. Assigned crew number (if applicable).
	e. Work instructions (ie., define task to be done and quantity).
	f. Account coding instructions from account manual.
	g. If this is a billable work order enters billing information (ie., person to be billed, P.D. report number, billing address, etc.)

WORK MANAGEMENT SYSTEM	SECTION: B. USERS MANUAL
SUBJECT: PROCEDURES	NUMBER: III (Continued)

MAINTENANCE WORK ORDER (Continued)

RESPONSIBILITY	ACTION
METHODS TECHNICIAN (cont'd)	<ol style="list-style-type: none"> 8. Calculates standard hours for the task as described. 9. Fills out "Open Work Order Notice" (7 card) for computer input. 10. Files copy four (pink) of Maintenance Work Order, along with service request, in Work Pending file. 11. Issues the Maintenance Work Order to crew as directed (3 copies).
FIELD CREW	<ol style="list-style-type: none"> 12. Performs job assignment, as instructed on Maintenance Work Order.
FIELD CREW LEADER	<ol style="list-style-type: none"> 13. Signs and dates the Maintenance Work Order upon completion of the assigned task. 14. Writes all problems and/or delays encountered performing the task on the completion portion of the work order. 15. Writes on work order all additional work performed which was not called for in the work instructions. <ol style="list-style-type: none"> a. Writes on work order all work <u>not</u> performed as called for in the work instructions, and notes why it was not performed. 16. Enters material used, on the work order, by type and quantity in the spaces provided. 17. Returns 3 copies (white, blue, yellow) of the completed work order to the Methods and Standards Section. 18. Fills in one line of each crew member's time card, as per the account coding instructions on the work order, to the nearest 1/10 hour spent on the task.
METHODS TECHNICIAN	<ol style="list-style-type: none"> 19. Retrieves copy 4 (pink) of the completed Maintenance Work Order from the Work Pending file. 20. Attaches copy 4 (pink) to copies 1, 2 and 3 (white, blue, yellow) of the completed Maintenance Work Order.

WORK MANAGEMENT SYSTEM	SECTION: B. USERS MANUAL
SUBJECT: PROCEDURES	NUMBER: III (Continued)

MAINTENANCE WORK ORDER (Continued)

RESPONSIBILITY	ACTION
METHODS TECHNICIAN (cont'd)	<ol style="list-style-type: none"> 21. Recalculates standard hours, if required, from information on completed work order. 22. Enters standard hours changes and explanation on the Open Work Order Adjustment (8 card) computer input. 23. Closes Maintenance Work Order by filling in "Closed Work Order Finders" (9 card) computer input. 24. Sends all four copies of completed Maintenance Work Order to the Street Maintenance Supervisor (or designated representative).
SUPERVISOR (DESIGNATED REPRESENTATIVE)	<ol style="list-style-type: none"> 25. Reviews completed Maintenance Work Order. 26. Dates and signs off Maintenance Work Order. <ol style="list-style-type: none"> a. If maintenance task is not approved, the work order will be returned to the Methods and Standards section for reissue to the crew. 27. Sends the Maintenance Work Order to the Methods and Standards section.
METHODS TECHNICIAN	<ol style="list-style-type: none"> 28. Checks Maintenance Work Order for approval and completeness. <ol style="list-style-type: none"> a. If the work order is to be reissued, cancel the computer input "Closed Work Order Finder" (9 card). b. Reissues the Maintenance Work Order (Step 11). 29. Recomputes the standard hours allowance, if required. 30. Enters the standard hour adjustment of this "Open Work Order Adjustment" input form (8 card). 31. Files copy one (white) in the Completed Work Order file.

WORK MANAGEMENT SYSTEM

SECTION: B. USERS MANUAL

SUBJECT: PROCEDURES

NUMBER: III (Continued)

MAINTENANCE WORK ORDER (Continued)

RESPONSIBILITY	ACTION
METHODS TECHNICIAN (cont'd)	<p>32. If the Maintenance Work Order is billable, sends copy two (blue) to the Finance Department.</p> <p>a. If work order <u>is not</u> a billable, discards copy two (blue).</p> <p>33. Sends copy three (yellow) to the supervisor (or designated representative).</p> <p>34. Discards copy four (pink).</p>
SUPERVISOR (<u>DESIGNATED</u> REPRESENTATIVE)	<p>35. Files copy three (yellow) of the Maintenance Work Order in the Completed Work Order file.</p>

WORK MANAGEMENT SYSTEM	SECTION: B. USERS MANUAL
SUBJECT: PROCEDURES	NUMBER: III (Continued)

DAILY ROUTE RECORD

RESPONSIBILITY	ACTION
OFFICE STAFF	<ol style="list-style-type: none"> 1. Receives report of a substandard condition or a work request. <ol style="list-style-type: none"> a. Logs all road opening permits in the permit log. 2. Notifies supervisor/foreman of the problem/work request.
SUPERVISOR/FOREMAN	<ol style="list-style-type: none"> 3. Reviews work request. 4. Inspects job site (if necessary) 5. Sets job priority, crew size, and equipment and materials required. 6. Notifies methods and standards of the work request.
METHODS TECHNICIAN	<ol style="list-style-type: none"> 7. Enters the work request on the Daily Route Record (Form No. 311-42) for the designated crew by: <ol style="list-style-type: none"> a. Entering job sequence number. b. Entering work address. c. Entering job description. d. Entering E₂ code from the division account manual. 8. Calculates the standard hours allowed for the Daily Route Record. 9. Fills out "Open Work Order Notice" (7 card) for computer input. 10. Files copy three (green) of the Daily Route Record in the work pending file.

WORK MANAGEMENT SYSTEM	SECTION: B. USERS MANUAL
SUBJECT: PROCEDURES	NUMBER: III (Continued)

DAILY ROUTE RECORD (Continued)

RESPONSIBILITY	ACTION
METHODS TECHNICIAN (cont'd)	11. Issues Daily Route Record to the crew as directed.
FIELD CREW	12. Performs tasks as directed on Daily Route Record.
FIELD CREW LEADER	13. For all tasks that were not pre-assigned, enters the job location and description on the blank lines provided.
	14. Lines out all jobs that were pre-assigned but were not completed.
	15. Lists all problems and/or delays encountered performing the Daily Route Record.
	16. Signs and dates the Daily Route Record upon completion of the work day.
	17. Enters the materials used during the day and description in the spaces provided.
	18. Fills in one line entry on each crew member's time card for each E ₂ code indicated on the Daily Route Record (record time for each E ₂ field to the nearest 1/10 hour).
	19. Turns in copies one and two (white, canary) of the Daily Route Record to the Methods and Standards Section.
METHODS TECHNICIAN	20. Retrieves copy three (green) from the work pending file and discards.
	21. Calculates standard hours allowance adjustments, if required, on standard hours computation sheet.
	22. Enters standard hours adjustment on "Open Work Order Adjustment" (8 card) computer input.
	23. Reschedules all tasks not completed to the next day's Daily Route Record.
	24. Closes Daily Route Record by filling in "Closed Work Order Finders" (9 card) computer input.

WORK MANAGEMENT SYSTEM

SECTION:

B. USERS MANUAL

SUBJECT:

PROCEDURES

NUMBER:

III (Continued)

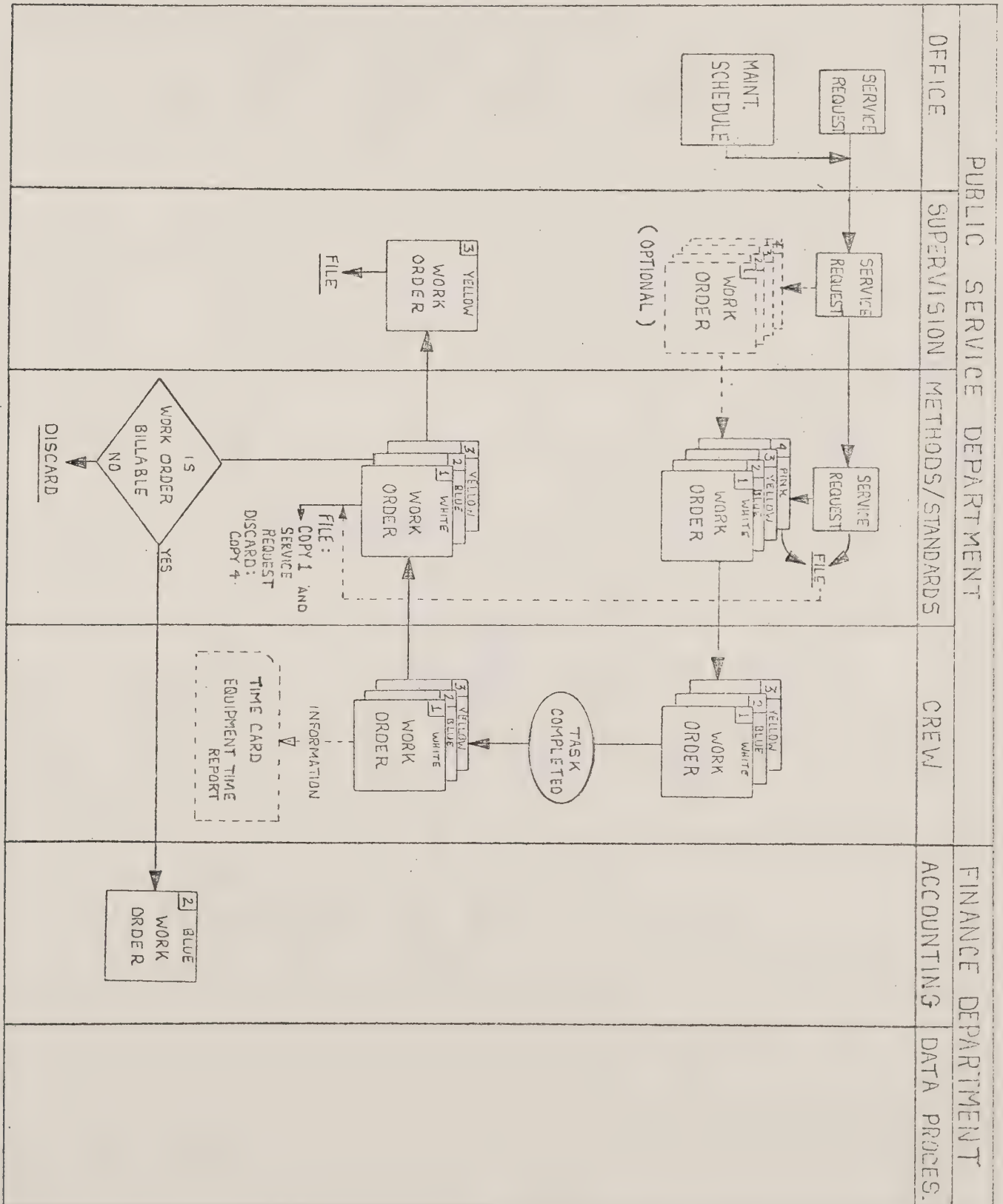
DAILY ROUTE RECORD (Continued)

RESPONSIBILITY	ACTION
METHODS TECHNICIAN (cont'd)	25. Files copy one (white) of Daily Route Record in Closed Work Order file (attach standard hours computation sheet, if used).
	26. Sends copy two (canary) to the supervisor/foreman.
SUPERVISOR/FOREMAN	27. Audits completed Daily Route Record.
	a. If a maintenance task is not approved, notifies Methods and Standards to re-schedule that task.
	28. Dates and signs off the Daily Route Record.
	29. Files copy two (canary) of the Daily Route Record in the Completed Work Order file.

SUBJECT: DOCUMENT FLOWCHART

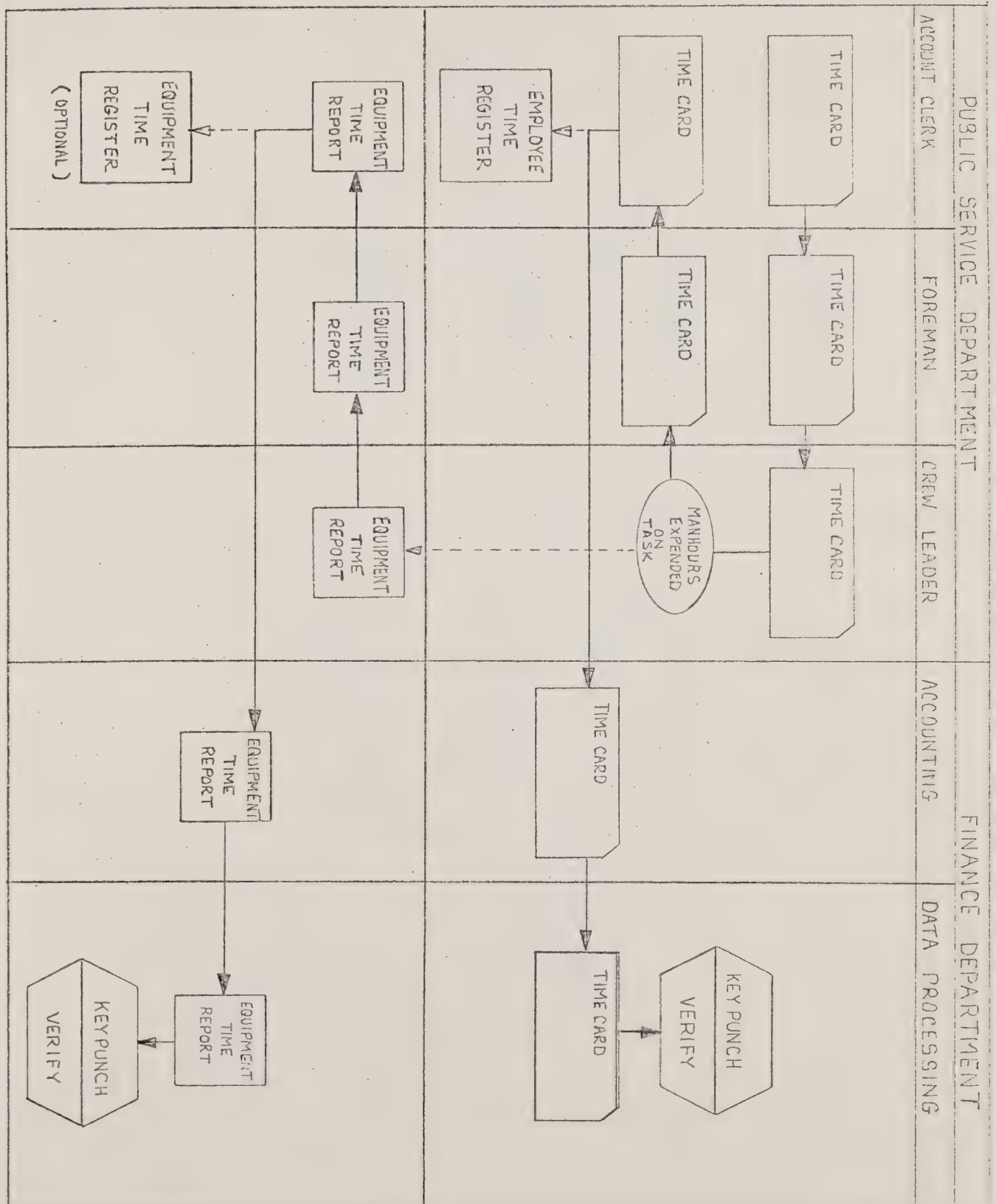
NUMBER: IV

MAINTENANCE WORK ORDER



NUMBER: IV (CONTINUED)

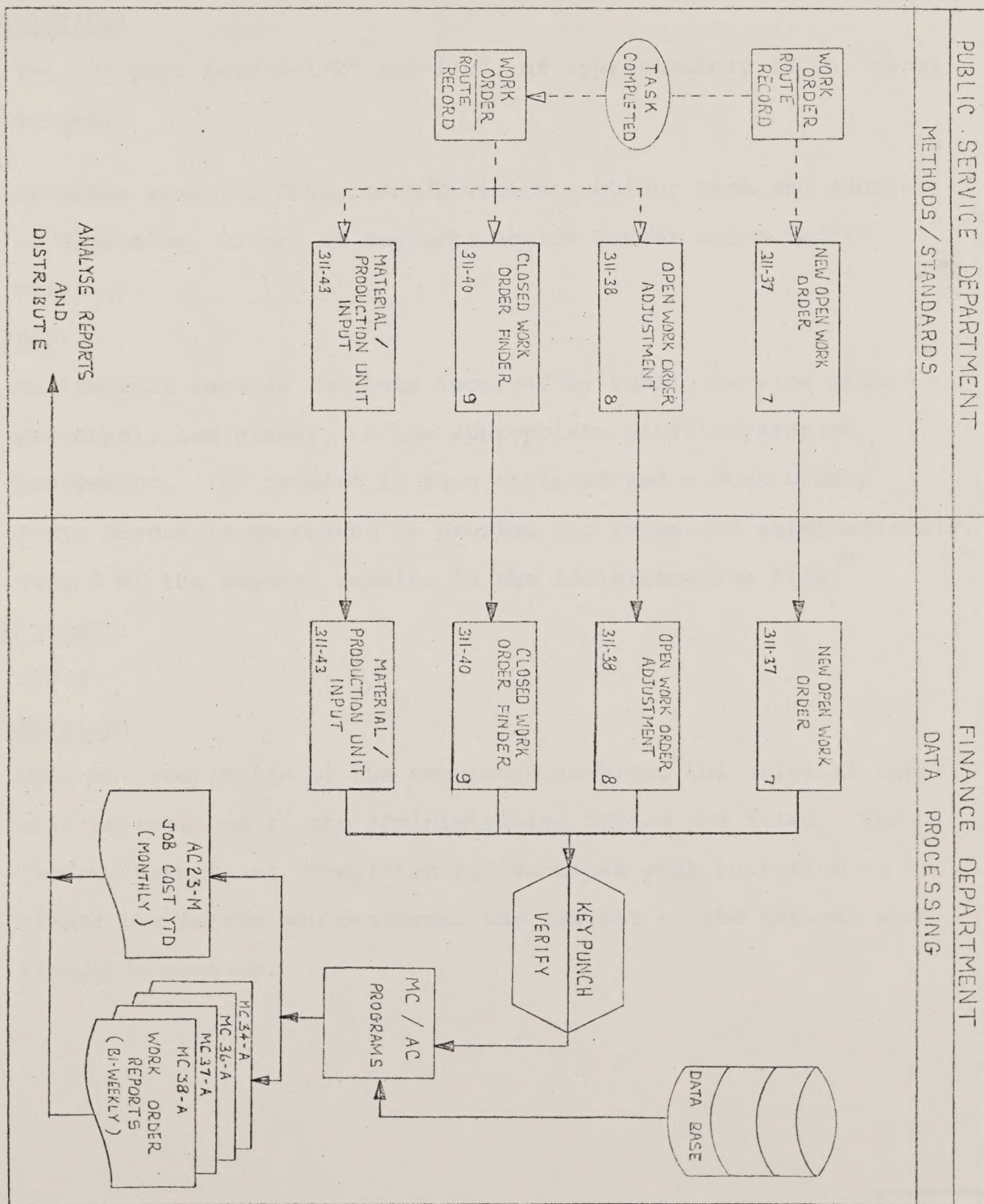
DAILY TIME CARD AND EQUIPMENT TIME REPORT



SUBJECT: DOCUMENT FLOWCHART

NUMBER: IV (CONTINUED)

COMPUTER INPUTS: (OPEN; CLOSE; ADJUST; MATERIAL NOTICES)



SUBJECT:
DOCUMENT DESCRIPTION AND USE

NUMBER:
V

DOCUMENT:

City of Riverside Service Request

DESCRIPTION:

Two (2) part form 8-1/2" x 5-1/2", of approximately 18 lb. paper weight.

Provides area for Department/Division routing; Name and Address of Requestor; Nature of Request; Action Taken; and a record trail.

PURPOSE:

To transmit service requests received by Public Service office personnel, and others, to the appropriate division/section management. The request is then analysed and a Work Order/Route Record is generated to provide the requested service/repair. Copy 2 of the request remains in the Administrative file.

FORM NUMBER:

190-4

DISPOSITION:

Upon the completion of the requested service, the original copy will be returned to the Administrative office and filed. The "Action Taken" and "Completed By" sections will be filled in by either the person who performed the request or the Methods and Standards section.

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